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ABSTRACT

This booklet outlines the mission of the New Mexico Commission on Higher Education, notes its constituencies, and presents its 1994 work theme, "Preparing for the Future--Ensuring the Commitment to Access and Quality." The priorities and workplan of each of the Commission's three committees (Finance, Facilities, and Educational Programs and Policy) are discussed, followed by a list of other Commission activities and projects. Memorials and selected legislation affecting the workplan of the Commission, as passed by the 1994 legislature, are noted. The booklet then states the Commission's commitment to the use of the long-range strategic planning process. This planning process for 1994 involves gathering information via planning meetings and regional forums; reaching agreement on objectives, goals, and priorities; reaching agreement on recommendations; and publication of a strategic plan for New Mexico higher education from 1995 to 2000. Two graphs indicate higher education enrollment from 1982 to 1992 and projection of high school graduates between 1982 and 2000. (JDD)

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**1994 Plan of Work
and
Strategic Planning Guidelines
for the
New Mexico Commission on
Higher Education**

**New Mexico Commission on Higher Education
Santa Fe, New Mexico**

"Ensuring the Commitment to Access and Quality"

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Legislature, to
serve six year
staggered terms."***

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**1994 Plan of Work and Strategic Planning
Guidelines for the New Mexico Commission on
Higher Education**

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1994 PLAN OF WORK FOR THE NEW MEXICO COMMISSION ON HIGHER EDUCATION

The mission of the New Mexico Commission on Higher Education is to:

- ❖ Provide leadership in developing a shared vision of the system of higher education most appropriate for responding to needs of New Mexico's citizens in the present and in the future.
- ❖ Foster access to high quality postsecondary education for all citizens, regardless of income level, ethnic background, place of residence, or disability;
- ❖ Identify and promote adequate and equitable funding for all of New Mexico's public postsecondary institutions, while encouraging efficient use of all available resources, and
- ❖ Promote and coordinate a high quality system of postsecondary education that is responsive to changing needs.

The Commission's constituencies include the Legislature, the Governor, the educational institutions, the students (both currently and in the future), and the citizens of New Mexico. The Commission seeks to provide independent, objective and timely analysis and recommendations to its constituencies, and utilizes a consultative approach in developing its research agenda, gathering information, and developing its recommendations.

The theme for the Commission's work in 1994 will be "Preparing for the Future--Ensuring the Commitment to Access and Quality." By December 31, 1994, the Commission expects to complete a strategic planning process designed to guide New Mexico higher education in responding to the postsecondary educational needs of the students during the coming decade. As the display on page 13 indicates, New Mexico higher education must be prepared to serve a dramatically increasing number of high school graduates during the coming decade. The State's commitment to provide a high quality, low-cost college education to all residents, regardless of income level, racial/ethnic background, and place of residency must be maintained and strengthened. The long run economic vitality and social cohesion of New Mexico requires a strong higher education system widely accessible to all of New Mexico's citizens. The Commission's primary role is to provide the statewide leadership needed to achieve this objective during a decade of expected rapid growth in enrollments and likely limitations on the state's economic resources.

The Commission has established three committees -- the Finance Committee, the Facilities Committee, and the Educational Programs and Policy Committee -- to manage the Commission's agenda. Within this structure, the Commission's priorities and workplan during 1994 will be the following:

The Finance Committee -- the primary tasks of the Finance Committee will be to recommend and approve budgets of the educational institutions; identify and recommend policies to assure adequate and equitable funding for the institutions in current and future fiscal years, and identify and recommend guidelines and policies regarding student tuition and fee levels and financial assistance. Specific work projects incorporated in the Finance Committee's agenda will include the following:

- ❖ Review the 1994-95 operating budgets of the educational institutions -- as in previous years, the Commission will review the operating budgets of the educational institutions for the 1994-95 fiscal year as approved by the institutional governing board. (Spring 1994)
- ❖ Examine the overall operation and objectives of the state higher education funding mechanisms -- the Commission will undertake a review of the existing funding mechanism, and identify possible improvements or alternatives to the current formulas. (Spring and Summer 1994)
- ❖ Develop funding recommendations for the 1995-96 fiscal year -- the Commission will incorporate the results of the formula study in the development of funding recommendations for 1995-96. (Fall 1994)
- ❖ Examine the existing student tuition and financial aid policies at New Mexico's public and independent colleges and universities - the Commission will undertake a review of existing (1) tuition policies and practices and (2) financial aid policies and practices, to assess their impact on access to higher education for New Mexico's low and middle income population. The initial phase of this project (to be completed in Spring 1994) will review existing financial aid programs. The second phase of the project (to be completed in Fall 1994) will include an analysis of the impact of the existing policies and practices, and, where appropriate, present recommendations for change. (Phase I - Spring 1994, Phase II - Fall 1994)
- ❖ Reestablish an enrollment verification process for all public postsecondary institutions -- beginning in Spring 1994, staff will conduct a complete cycle of enrollment verification during the next three years. The results of the enrollment verification will be used to improve the Commission's policies and procedures, suggest improvements to institutional policies or procedures, and adjust funding as appropriate in light of any data corrections. (Spring 1994, and ongoing thereafter)

The Facilities Committee -- the primary tasks of the Facilities Committee are to recommend capital expenditures for postsecondary education, approve major construction building rehabilitation, and other capital outlay projects, and approve issuance of refunding bonds by the board of a branch community college. In addition to these three functions, the Facilities Committee will undertake the following activities during 1994:

- ❖ Assess the long run capital outlay needs of New Mexico's public colleges and universities -- working with representatives of the institutions, the Commission will develop a three-to-five year plan for the capital needs of the State's public colleges and universities. This plan will reflect the needs for new construction as well as building renovation and renewal, with the objective of providing a long-range perspective and context for use by the Commission, the Legislature, and the Governor in the review of proposals for capital expenditures. (Summer 1994)
- ❖ Identify space utilization standards and assess current utilization practices -- if adequate resources are available, the Commission will work with the educational institutions to identify and agree on space utilization standards and then use these standards to assess how the existing campus facilities are being utilized. This information will be used by the Facilities Committee as a framework to assess requests for capital expenditures submitted by the colleges and universities. (Fall 1994)

The Educational Programs and Planning Committee -- the primary task of this Committee is to carry out a continuing program of statewide planning for postsecondary education. The planning efforts during 1994 will include the following:

- ❖ Preparation of a Strategic Plan for New Mexico higher education, 1995-2000 -- as described in the long-range strategic planning guidelines (adopted by the Planning Committee on November 18, 1993), the Commission will undertake a year long process to prepare a plan designed to guide New Mexico higher education in responding to the needs of the state during the coming decade. The theme of this planning effort will be "Preparing for the Future -- Ensuring the Commitment to Access and Quality." (Begin in March 1994, and complete by January 1995)
- ❖ Develop an Enrollment Projections Model -- as a basis for the Commission's planning effort, an enrollment projections model will be developed to predict college and university enrollments during the coming decade. (Spring 1994)

- ❖ Facilitate course articulation and student transfer among institutions -- Commission staff will continue its efforts to facilitate the articulation of courses and programs among institutions to make it easier for students to pursue their educational goals. As an initial priority, Commission staff will seek to identify a group of general education courses commonly accepted by all institutions as meeting general education distribution requirements for graduation. Commission staff will also continue the development and updating of discipline-specific articulation agreements regarding the acceptance of courses in the major toward degree requirements. In addition, the Commission will continue to produce its annual report on transfer activities. (Spring and Fall 1994)

- ❖ Develop statewide accountability measures -- the Commission is required by existing law to submit an annual educational report card to the Legislature and the Governor. Using the 1993 Commission report as a model, the Commission published its 1994 report in January. Through discussions with representatives of the educational institutions, the Commission will develop appropriate statewide accountability measures to respond more directly to the statutory provisions and indicate progress in addressing state needs and priorities. The new reporting format will be used beginning in Winter 1995. (January 1995)

- ❖ Expanding the use of technology for distance learning -- as a first phase, Commission staff will develop an inventory of existing distance learning projects in New Mexico. As a parallel effort, the Commission staff will work with the Educational Technology Coordinating Council, the State Department of Education, the State Board of Education, and representatives of schools, colleges, and universities to establish pilot distance learning projects and expand the use of technology wherever feasible. (Reports in Spring and Fall 1994)

In addition to these specific projects, the Commission will continue to place a high priority on completing the redesign and redevelopment of the Commission's statewide post-secondary database system. This project will include development of new reporting capabilities relating to institutional budgets and course transfer activity. (Ongoing)

Other Commission Activities and Projects during 1994 will include:

- ❖ Conduct an orientation and training session for members of institutional governing and advisory boards. (Spring 1994)
- ❖ Assemble a statewide task force on academic libraries, to identify funding needs, possible collaborative efforts, and the potential use of technology. (Summer 1994)
- ❖ Review state policy and Commission rules relating to tuition reciprocity agreements with neighboring states. (Spring 1994)
- ❖ Increase general student participation in cooperative education programs and encourage more involvement by students from groups most underrepresented in specific fields of study. (Ongoing)
- ❖ Continue the development of the educational options program to provide informational access, community outreach and networking for the citizens who could benefit from postsecondary education but are not yet participants. (Ongoing)
- ❖ Review the concept of "Programs of Technical Excellence" and its appropriateness as a strategy for recognizing and rewarding quality, and make recommendations regarding the continuation, revision, or elimination of the program. (Summer 1994)
- ❖ Implement the federally mandated and funded "state post-secondary review program," including the review of any institution identified as potentially out of compliance with regulations governing federal financial aid programs. (Ongoing)
- ❖ Strengthen and then implement provisions to review and approve private vocational and non-accredited colleges and universities, as a means of improving the oversight of schools currently within the jurisdiction of the Commission. (Ongoing)
- ❖ Review current Commission program approval requirements in light of concerns for program need, projected program cost and program effectiveness, and strengthen program approval criteria and processes as necessary. (Ongoing)
- ❖ Strengthen the Commission analysis of project requests, develop a project evaluation process and implement financial monitoring and reporting requirements for institutional projects funded under the Eisenhower Math and Science Program. (Ongoing)

- ❖ Improve the availability of and public access to routine reporting on higher education data in New Mexico, and increase the public availability of Commission analysis and recommendations. (Ongoing)

Memorials and Selected Legislation Affecting The Workplan of The Commission on Higher Education (Passed by the 1994 Legislature)

HOUSE MEMORIALS

- ❖ **HM 8 FEDERAL FUNDS COMMISSION (Porter)** - HM 8 asks the Commission on Higher Education (CHE) to coordinate a study of New Mexico's involvement with the new national service program authorized through the National and Community Service Trust Act. Specifically, the CHE is to study creation of a state commission needed to participate in the program. The study is to be performed in collaboration with the other state agencies including the Department of Education, Department of Labor, Environment Department, Human Services Department, Department of Children, Youth and Families, and Department of Public Safety. The CHE must report its findings and recommendations to the Interim Health and Human Services Committee and the Legislative Education Study Committee by September 1, 1994.
- ❖ **HM 17/a SANDOVAL TVI STUDY (Perls)** - HM 17, as amended, requests the Commission on Higher Education to conduct an analysis of the feasibility of establishing a two-year postsecondary education institution in the Sandoval County area.
- ❖ **HM 39 ENVIRONMENTAL EDUCATION (Picraux)** - HM 39 requests the Energy, Minerals and Natural Resources Department (EMNRD) to work in cooperation with the State Department of Education and other state agencies, including the Commission on Higher Education, to prepare a report on the status of environmental education in New Mexico. ENMRD is to prepare a report and make recommendations to the forty-second Legislature (1995-96).
- ❖ **HM 60 TUITION & FINANCIAL AID STUDY (Townsend)** - HM 60 requests the Commission on Higher Education, in consultation with representatives of the colleges, universities, and student groups, to conduct a study of existing student tuition and financial aid policies at New Mexico's public and independent colleges and universities. The study should assess the impact of current tuition and fee policies and practices upon access to higher education for low- and middle-income student populations. The Commission must report the results of the study to the Legislative Finance Committee in October 1994 and must make recommendations for needed changes in state policy regarding tuition, fees, and financial aid.

- ❖ **HM 67 POST-SECONDARY EDUCATION TASK FORCE, CONGRATS (Townsend)** - HM 67 requests that the two-year funding formula task force appointed last year by the Legislative Finance Committee continue its efforts to develop recommendations regarding the necessary constitutional and statutory changes which would be required to reach the goal of a uniformly applied two-year institution funding formula. A report to the Legislative Finance Committee and other appropriate interim committees is requested by December 1, 1994.
- ❖ **HM 72 COLLEGE SAVINGS BOND PROGRAM (Picraux)** - HM 72 requests that the Commission on Higher Education take the lead on a study of the implementation of a college savings bond program in New Mexico and submit a report with recommendations for legislation to the 1995 Legislature. The study shall involve the State Board of Finance, the Department of Finance and Administration, the state's financial management consultants, representatives of post-secondary educational institutions, the Legislative Education Study Committee, and any interim legislative revenue stabilization and tax policy committee.
- ❖ **HM 87 HIGHER ED TASK FORCE (Sanchez, R. G.)** - HM 87 requests that the Legislative Council appoint a blue ribbon task force to advise the Commission on Higher Education during the Commission's 1994 strategic planning. The task force is to meet periodically with the Commission during the year and receive a preliminary report from the Commission before December 1, 1994. The task force is to report to the Legislative Council or an appropriate strategic planning task force before January 15, 1995. HM 87 also requests that the Commission consult periodically with an advisory council of college and university presidents during its strategic planning year.
- ❖ **HM 89 TEXTBOOK INFLATION (Sandoval)** - HM 89 requests the Commission on Higher Education and institutional boards of regents to investigate the causes of textbook inflation at post-secondary institution bookstores.

HOUSE BILLS

HAFCS/

- ❖ **HB 981 SPECIAL NEEDS STUDENTS (Saavedra)** - HAFCS/HB 981 directs the State Department of Public Education to establish a task force to develop strategies and a model for the delivery of transition services to students with special needs who transfer from secondary to post-secondary educational institutions. The task force shall be appointed by the Superintendent of

Public Instruction and shall include representatives of the State Department of Public Education, the Commission on Higher Education, secondary and post-secondary education teachers and administrators, the Developmental Disabilities Planning Council, the business community, recipients of transition services, and other appropriate related groups. The task force shall report the results of its study to the State Board of Education, the Commission on Higher Education, and the Legislative Education Study Committee by November 1, 1994.

SENATE MEMORIALS

- ❖ **SM 18/a PROCUREMENT CODE TASK FORCE (Riley)** - SM 18, as amended, requests the Secretary of General Services to assemble a task force, including a representative of the Commission on Higher Education, to review and propose revisions to the Procurement Code. The task force is to report its findings and recommendations to the appropriate interim legislative committee before December 1, 1994.
- ❖ **SM 42 ENVIRONMENT CURRICULA (Riley)** - SM 42 requests that the New Mexico Energy, Minerals and Natural Resources Department conduct a review of the status of environmental education in the state, covering all levels of education. A number of other agencies are to cooperate in this study, including the Commission on Higher Education. A report is to be available for the 1995 legislative session, including recommendations for legislation that would support environmental education.
- ❖ **SM 53/a TEXTBOOK INFLATION (Carraro)** - SM 53, as amended, requests the Legislative Education Study Committee to investigate the causes of textbook inflation at post-secondary institution bookstores.
- ❖ **SM 67/a COLLEGE SAVINGS BOND PROGRAM (Riley)** - SM 67, as amended, requests that the Commission on Higher Education take the lead on a study of the implementation of a college savings bond program in New Mexico and submit a report with recommendations for legislation to the 1995 Legislature. The study shall involve the State Board of Finance, the Department of Finance and Administration, the state's financial management consultants, representatives of post-secondary educational institutions, the Legislative Education Study Committee, and any interim legislative revenue stabilization and tax policy committee.
- ❖ **SM 75/a HIGHER ED STRATEGIC PLAN (Cisneros)** - SM 75, as amended by the Senate Education Committee, requests the CHE to review its policies on extended services and distance education programs and recommend a statewide strategic plan ensuring that each higher education institution in the state may fully participate in such programs. A preliminary report on the Commission's findings and recommendations must be presented to the Legislature by October 1, 1994. Specifically the Commission is asked to:

- 1) review existing extended education/distance learning policies to include cost constraints and suggestions for funding, and any other constraints present at each higher education institution for participating in distance learning programs, and
 - 2) coordinate the efforts by the state's post-secondary education institutions in determining how best to participate in extended services/distance education programs, and the efforts with educational and other state agencies in developing telecommunications systems and policies for the delivery of distance learning.
- ❖ **SM 88 TVI COMMUNITY COLLEGE SALARIES (Romero)** - SM 88 requests the Commission on Higher Education to study the teaching loads and average salaries of fulltime instructors at Albuquerque T-VI in comparison to other technical-vocational community colleges in the United States and report its findings and recommendations for legislation, if any, to the Legislative Education Study Committee by December 1, 1994.
 - ❖ **SM 101 INDIAN HIGHER ED PROGRAMS (Stefanics)** - SM 101 requests that the Commission on Higher Education study recruitment and retention programs for Native American students at New Mexico's public institutions, gathering statistics sufficient to determine the comparative success of the programs. The CHE is to report to the Interim Indian Affairs Committee by October 1, 1994.

SENATE BILLS
SFCS/

- ❖ **SB 372/a GENERAL APPROPRIATIONS (Aragon)** - Among the appropriations in SFCS/SB 372, as amended, is the creation of a 13-member oversight committee to advise the University of New Mexico in the expenditure of funds provided for improving and expanding recruitment and retention programs for Native American students. The Commission on Higher Education is directed to appoint a representative to sit on the advisory committee. UNM is directed to report to the Interim Indian Affairs Committee and the Legislative Education Study Committee in October 1994 and 1995 and to the 1995 Legislature.

LONG-RANGE STRATEGIC PLANNING GUIDELINES

LONG-RANGE STRATEGIC PLANNING GUIDELINES OF THE NEW MEXICO COMMISSION ON HIGHER EDUCATION

The Commission on Higher Education is committed to the use of the long-range strategic planning process as a means to identify appropriate educational goals and objectives and to prioritize such goals and objectives for higher education in the State of New Mexico. In adopting this principle, the Commission recognizes its principal role in the identification of educational goals and objectives is to provide leadership, as a coordinating body, to institutions of higher education having a diversity of missions. The Commission also recognizes that such institutions have authority to determine their own respective missions as set forth in the various statutory and constitutional provisions from which such institutions have arisen.

The Commission recognizes that it is one among many coordinating and governing bodies charged with responsibility for developing educational policy and that the development of educational policy by the Commission must take into account the necessity of coordinating its efforts with the efforts of these other bodies, which include the State Board of Education, the agencies concerned with families and children, the Legislature, and groups within the private sector concerning themselves with educational issues.

The purpose of these guidelines is to define the planning function of the Commission in the context of these diverse efforts; to position the Commission appropriately to coordinate its planning efforts with such other efforts; and to direct the internal planning of the Commission in a routine and predictable fashion that permits participation in the planning process by all Commissioners of higher education, the institutions of higher education, and others interested in education, to the maximum extent possible.

The 1994 Planning Effort

During 1994, the Commission will undertake a strategic planning process designed to guide New Mexico higher education in responding to the postsecondary educational needs of the state during the coming decade. The theme of this planning effort will be, "Preparing for the Future - Ensuring the Commitment to Access and Quality."

As the display on page 13 indicates, New Mexico higher education must be prepared to serve a dramatically increasing number of high school graduates. The State's commitment to provide a high quality, low-cost education to all residents, regardless of income level, racial/ethnic background, and place of residence must be maintained and strengthened. The long run economic vitality and social cohesion of New Mexico requires a strong higher education system widely accessible to all of New Mexico's citizens. The Commission's 1994 planning effort will provide the policy context for the Commission's activities during the next five-year period.

It will seek to present a shared vision of a system of higher education in New Mexico, that recognizes the unique mission of each of its priorities and goals for the coming decade.

The planning process in 1994 shall involve the following activities:

Phase I - Gathering Information

- ❖ A planning meeting involving the Commission and institutional representatives, the primary purpose of which is to receive institutional comments identifying the educational issues and proposed solutions to which the Commission should give priority - March 1994.
- ❖ A planning meeting involving the Commission and representatives of the Legislature, the Governor's Office, the Department of Finance and Administration, the State Board of Education, and New Mexico agencies concerned with families and children, the primary purpose of which is to receive comments identifying the educational issues and proposed solutions to which the Commission should give priority - March 1994.
- ❖ Preparation by Commission staff of a series of background papers designed to provide extensive factual information and analysis, to provide a context for the Commission's planning effort. These background papers will include: an analysis of projected enrollments in our colleges and universities, a review of trends in student tuition charges and financial aid at our public colleges and universities, an examination of the use of technology to deliver instruction away from the campus site, and an analysis of progress in improving student transfer and program articulation within our system of higher education - April 1994.
- ❖ A series of regional forums will be held throughout the state to receive comments from former, current and prospective students; employers of graduates of our postsecondary institutions; educators, and community representatives. The primary purpose of this series of regional forums is to receive advice about how higher education can more effectively respond to the needs of New Mexico. Each of the forums will be structured to receive comments on specific issues and concerns -April, May and June 1994.

Phase II - Reaching Agreement on Objectives, Goals and Priorities

- ❖ The Commission will hold a two-day planning retreat in August, to discuss information gathered during the first phase of the planning process and to discuss and agree upon the objectives, goals, and priorities that should be presented in the Commission's 1994 strategic plan for New Mexico higher education - Aug. 1994

- ❖ Following the Commission retreat, the Commission staff will prepare a draft report presenting a five-year strategic plan for New Mexico higher education entitled, "Preparing for the Future - Ensuring the Commitment to Access and Quality." While the plan will attempt to articulate clearly objectives, goals and priorities, this draft report will not include recommendations - September, 1994.

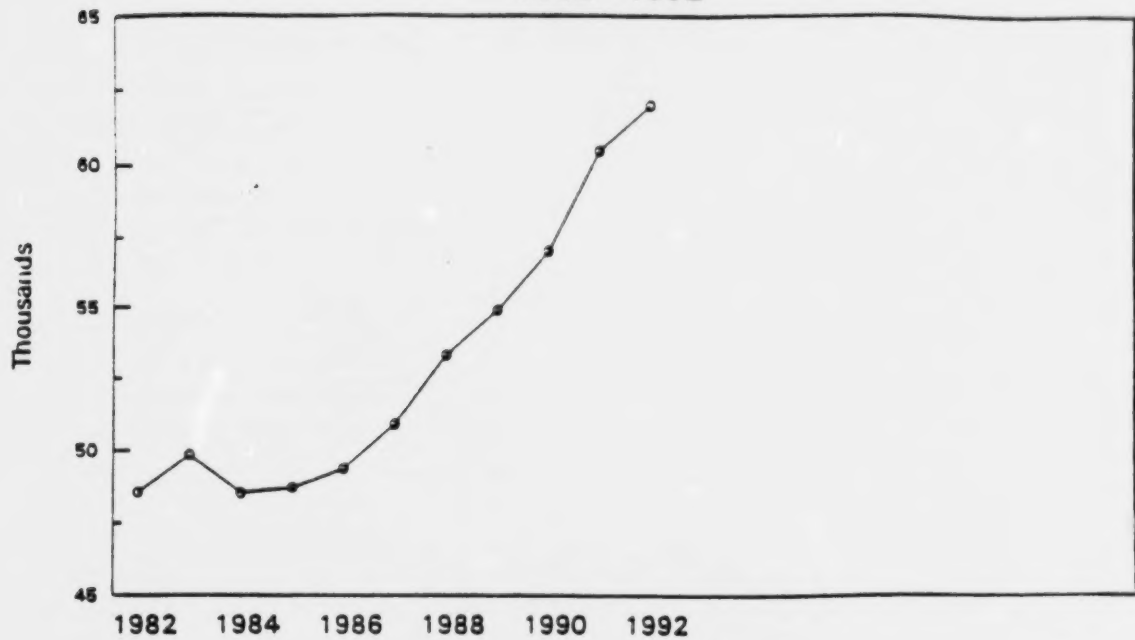
Phase III - Reaching Agreement on Recommendations

- ❖ The draft Commission report will be circulated widely and comments on the report and ideas for proposed recommendations will be received and discussed by the Commission's Planning Committee -October, 1994
- ❖ Commission staff will prepare a draft final report, including recommendations for review and comment by the Commission's Planning Committee - November, 1994.

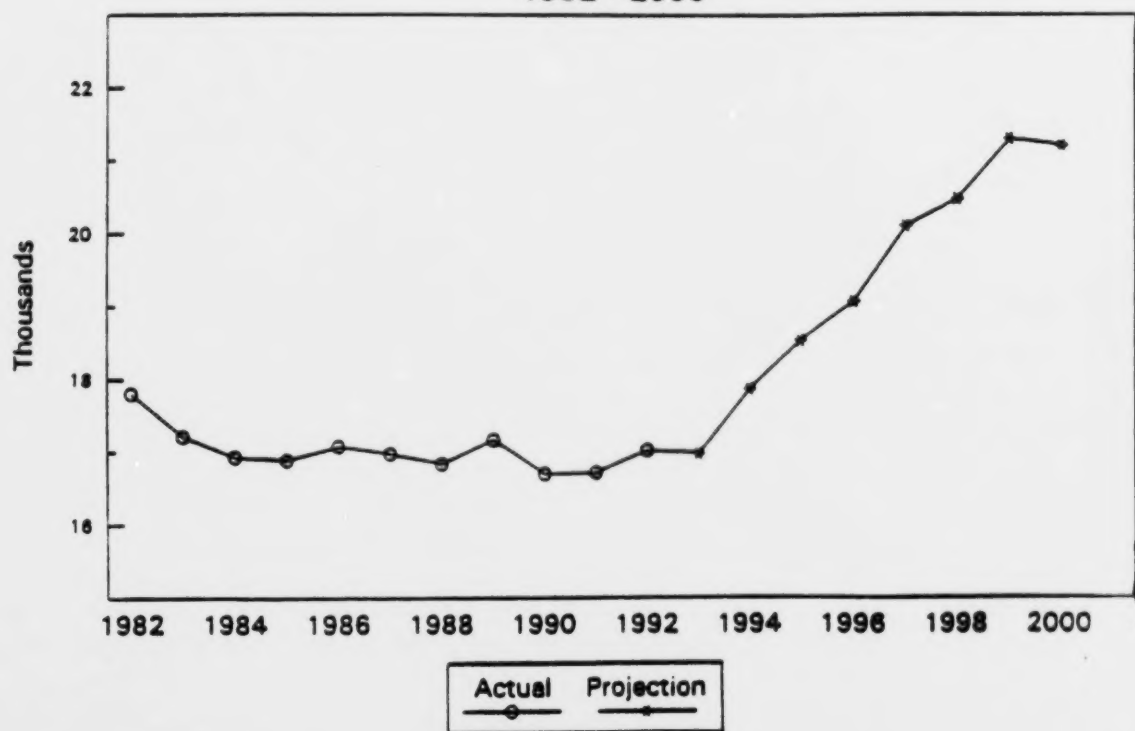
Phase IV - Publication of the Strategic Plan for New Mexico Higher Education, 1995-2000

- ❖ The Commission will review and adopt the strategic plan, as a culmination of this year-long planning process - January, 1995.
- ❖ Beginning in 1995, and continuing for the next four years, the Commission will monitor progress in implementing the recommendations presented in the Strategic Plan. The Commission's Planning Committee will undertake the appropriate monitoring activities and elements of the plan may be refined and updated based upon these monitoring activities. Refinements and progress of the plan will be reported to all of the Commission's constituencies.

New Mexico Public Higher Education Institutions Fall Term Fulltime Equivalent Student Enrollment 1982 - 1992



Projection of New Mexico High School Graduates 1982 - 2000



Source: Western Interstate Commission for Higher Education (WICHE)

MISSION OF THE COMMISSION ON HIGHER EDUCATION

- ❖ Provide leadership in developing a shared vision of the system of higher education most appropriate for responding to needs of New Mexico's citizens in the present and in the future;
- ❖ Foster access to high quality postsecondary education for all New Mexico citizens, regardless of income level, ethnic background, place of residence, or disability;
- ❖ Identify and promote adequate and equitable funding for all of New Mexico's public postsecondary institutions, while encouraging the efficient use of all available resources; and
- ❖ Promote and coordinate a high quality system of postsecondary education that is responsive to changing needs.

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NEW MEXICO COMMISSION ON HIGHER EDUCATION

Other publications available from the New Mexico
Commission on Higher Education:

- ❖ **1993 Condition of Higher Education in New Mexico, (*January, 1994*)**
- ❖ **Cooperative Education in New Mexico (July 1, 1992 - June 30, 1993), (*January, 1994*)**
- ❖ **1994-1995 Capital Project Recommendations for Higher Education, (*November, 1993*)**
- ❖ **1994-1995 Higher Education Funding Recommendations, (*November, 1993*)**

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